



**ROBERT B. TAYLOR**  
Chief Probation Officer

## COUNTY OF LOS ANGELES PROBATION DEPARTMENT

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May 16, 2007

TO: Each Supervisor

FROM: Robert B. Taylor *Robert B. Taylor*  
Chief Probation Officer

SUBJECT: **IMPLEMENTATION OF MANAGEMENT & PROGRAM AUDIT  
RECOMMENDATIONS – FOURTH QUARTERLY STATUS REPORT**

On May 10, 2006, during the FY 2006-07 Proposed Budget Public Hearing, on motion of Supervisor Molina, the Board instructed the Chief Probation Officer along with the Chief Administrative Officer (CAO) and the Auditor-Controller (A-C), to provide the Board with quarterly status reports on the following:

- 1) The implementation of the management and program audits conducted by Thompson, Cobb, Bazilio and Associates (TCBA) and the Child Welfare League of America (CWLA);
- 2) The reorganization of the Probation Department; and
- 3) The Probation Department's plans to institutionalize change in the Department, such as formalized investigations of staff; implementation of corrective actions; and training of new and existing staff.

Our Third Quarterly Status Report was submitted to your Board on February 9, 2007. This is our Fourth Quarterly Status Report covering February through April 2007. During the Fourth Quarter, the number of recommendations implemented increased from 33 to 45 equating to 47% of 95 recommendations being tracked, while 35 other recommendations (37%) are partially implemented. Consequently, there are only 15 recommendations (16%) that Probation has not implemented, one of which is contingent on available resources.

## **BACKGROUND**

In September 2004, the Board directed the A-C to initiate a management and program audit of the Probation Department. On December 6, 2005, TCBA and CWLA issued their audit reports that collectively contained 100 recommendations. As indicated in our First Quarterly Report, the Probation Department determined, with TRC's concurrence, that five recommendations contained in the two audit reports were "no longer applicable." Consequently, TRC is tracking the implementation status for 95 of the 100 recommendations that are being tracked.

The TCBA management audit recommendations focused on six areas: 1) strategic planning; 2) linking strategies to operations; 3) organizational structure and leadership; 4) automated systems and technology; 5) personnel management; and 6) other audit areas. The CWLA program audit recommendations focused on four areas relative to the Probation Department's programs to determine their efficiency and effectiveness: 1) program planning and implementation; 2) best practices and benchmarking; 3) performance measurement; and 4) work processes. A general summary of the implementation status of the audit recommendations is provided in Attachment I.

Representatives from the A-C and the Probation Department continue to work with The Resources Company (TRC), a consulting team hired by the A-C in May 2006, to assist the Probation Department in effectively implementing the TCBA and CWLA recommendations. TRC has conducted a thorough review of all recommendations and determined their current status as "Implemented," "Partially Implemented," "Not Implemented" and "Funding Requested."

### **I. AUDIT RECOMMENDATIONS IMPLEMENTATION STATUS OVERVIEW**

As indicated on Attachment I, of the 95 applicable TCBA and CWLA audit recommendations:

- 45 (47%) have been fully implemented by the Department as confirmed by TRC;
- 35 (37%) are in progress or are partially implemented; and
- 15 (16%) are not yet implemented.

Probation plans to finish implementing 30 of the outstanding recommendations by June 2007 and 17 of the remaining 20 recommendations by June 2008. A detailed listing of the recommendations' implementation status and projected implementation schedule by audit category is provided in Attachment II.

### **II. PROBATION DEPARTMENT REORGANIZATION**

The Probation Department's FY 2006-07 revised Unmet Needs of \$116.3 million included \$26.2 million and 253 positions necessary to proceed with a significant management restructure primarily aimed at:



- Addressing the span of supervision problem and the “flatness” of the organization;
- Appropriately handling the many operational responsibilities for effective strategic planning and management and enabling addressing long-term issues;
- Providing the necessary leadership to better prepare the Department for the future; and
- Enhancing communication internally and externally, including all key stakeholders.

In addition to the recently approved funding as cited in previous quarterly reports, on February 13, 2007, your Board appropriated \$2.1 million to partially fund the annual cost of 95 positions for the juvenile halls to achieve compliance in several areas of the Department of Justice (DOJ) Settlement Agreement. Additionally, on February 13, 2007, your Board appropriated \$2.2 million to partially fund the added cost of 102 additional positions for juvenile camps to implement a 1:10 staff-to-minor ratio at 14 camps in support of camp redesign and to ensure the physical and emotional safety of youth and staff.

On March 13, 2007, your Board appropriated \$1.7 million to partially fund the annual cost of 90 positions necessary to:

- Provide greater management resources for more efficient direction and oversight of juvenile halls and camps;
- Improve sanitary conditions and meet mandated personnel hygiene requirements at the juvenile halls and camps;
- Establish a Manual Development Section to continuously update Departmental manuals and prepare Departmental notices and directives more effectively; and
- Increase staffing for human resources, contract services, and information systems to support the growth in workload associated with the increase in personnel, contracts, and information systems needed to support juvenile probation operations and reporting.

As a result of obtaining approval of the preceding positions and any additional positions, the Department's operations are anticipated to significantly improve and to address the longstanding span of control and the other issues identified.

### **III. PLANS TO INSTITUTIONALIZE DEPARTMENTAL CHANGE**

As part of institutionalizing departmental change, the Probation Department remains committed to continuing its efforts to establish a Department Training & Learning Development Services Division that will provide nearly all of the operational training needed by line staff, supervisors and managers. The First Quarter Report listed the



following four elements of the Department's plans to establish a Training Division. A current status for each part is also provided.

- ***The Department is working with the Sheriff's Department staff to assist with evaluating and redesigning Probation's training curriculum for all entry-level line staff as well as the curriculum used to train existing Probation personnel working in the juvenile halls and camps.***

The Department continues to utilize a loaned Lieutenant from the Sheriff's Department on loan to assist with evaluating and redesigning Probation's training curriculum for all entry-level line staff. To date, the Department has redesigned the training curricula for three different groups of Probation staff:

- **Entry-Level Staff:** A restructuring of the entry-level academy training to address operational procedures as well as an updated curriculum to include Department of Justice (DOJ) mandated courses. The restructured academy is six weeks in length and includes one week of POST 832 PC training. The Department's initial academy class under the new training model began on January 15, 2007 with 50 recruits, 45 of which graduated on February 16<sup>th</sup>. The second academy class began on March 5<sup>th</sup> with 39 recruits, 36 of which graduated on April 6<sup>th</sup>. The third class started on April 23<sup>rd</sup> with 30 recruits, which are scheduled to graduate on May 25<sup>th</sup>.
  - **Juvenile Hall Staff:** A seven-week Detention Services Bureau Standardized Training Program for entry-level personnel that will work in one of the three juvenile halls after they have completed the Basic Core Academy training. The program was implemented in September 2006, and 133 personnel out of 135 (99%) in 8 classes have completed the training program to date.
  - **Juvenile Camp Staff:** A 4-week Residential Treatment Services Bureau (RTSB) academy has been established for staff going to work in any of the 18 camps. The Department began its first academy class of 23 staff on December 11, 2006 and graduated them on January 5, 2007. The second academy class of 23 staff began on January 22<sup>nd</sup>, and 21 graduated on February 16<sup>th</sup>.
- ***Probation and TRC are working together to develop an action plan to establish an in-house training academy.***

The Probation Department is one of eight County Departments that is implementing the Saba Learning Management System (LMS). The Saba LMS will enable the Department to:



1. Manage training academies, events, programs, records and certifications. This essentially replaces the 20-year old Registrar system currently used by the Department.
2. Manage the content of training curricula and programs. The system enables users to index and cross-reference training contents.
3. Help manage career development by identifying and providing training in key competencies needed for staff to be effective in their jobs and to qualify for promotions and special assignments.

TRC consultants developed the initial action plan to implement the Saba LMS within the Probation Department and will continue to provide technical assistance to the Department's Saba LMS Project Team. Probation has since assigned a project leader who is working closely with County Department of Human Resources (DHR) and Internal Services Department (ISD) to configure the Saba LMS to meet the Department's needs. The system is scheduled for implementation around the beginning of the next fiscal year.

- ***Probation and TRC are working together to assess the Department's operations-related training courses as to (a) how well the curriculum aligns with evidence-based practices and principles (EBP) and (b) what curriculum additions, changes and deletions are needed to do so.***

The Resources Company developed the following 56-hour EBP curriculum consisting of six modules for all camp staff to complete in Calendar Year 2007:

| EBP Curriculum                    | Emphasis of the Curriculum   | Hours     |
|-----------------------------------|--|-----------|
| 1a. EBP Principles                | 8 EBP principles established by National Institute of Corrections  | 4         |
| 1b. Core Correctional Practices   | Effective use of authority, appropriate modeling/ and reinforcement, problem solving, and quality of interpersonal relationships | 20        |
| 2a. Motivational Interviewing     | Effective communication with juvenile delinquents  | 16        |
| 2b. Effective Case Management     | Case planning, referral tracking, treatment completion   | 8         |
| 2c. Aftercare Planning/Transition | Case planning, systems navigation to EBP interventions/services in the community   | 4         |
| 2d. Relapse Prevention            | Signs and strategies for avoiding relapse  | 4         |
| <b>Total Hours</b>                |  | <b>56</b> |

From April 9<sup>th</sup> to the 13<sup>th</sup> TRC consultants trained 20 Residential Treatment Services Bureau (RTSB) and 6 Program Evaluation Office (PEO) staff in EBP Principles and Core Correctional Practices (CCP), which will enable staff to relate to camp youth more effectively. Through more effective use of authority, appropriate modeling/and positive reinforcement, problem solving, and quality of interpersonal relationships. During April 16-20, TRC consultants trained RTSB



and PEO staff in Motivational Interviewing (MI), which should result in more accurate assessments and case plans, both upon their arrival and prior to their discharge from camp.

From April 30<sup>th</sup> to May 4<sup>th</sup> TRC consultants trained a 37-person Challenger relief crew in EBP, CCP and MI. The Challenger relief crew will be used to spell camp staff from the four open Challenger camps when those staff, in turn, attend EBP, CCP and MI training.

In addition, RTSB is preparing to implement the following 40-hour EBP curriculum for all camp supervisors to complete in Calendar Year 2007.

| EBP Curriculum                                      | Emphasis of the Curriculum  | Hours     |
|---|---|-----------|
| 1c. Supervisor coaching & QA training – EBP and CCP | Coaching camp supervisors in how to implement the EBP principles/CCP staff skills and to establish ongoing quality control over implementation through regular supervision          | 8         |
| 2e. Supervisor coaching & QA training – MI / ECM    | Coaching camp supervisors in how to implement the MI/ECM / aftercare planning staff skills and to establish ongoing quality control over implementation through regular supervision | 8         |
| 3. ASSISST  | Teaching camp supervisors about on-the-spot interventions that supervisors, in turn, can teach camp staff to identify and model pro-social thinking and behavior by camp minors     | 24        |
| <b>Total Hours</b>                                  |   | <b>40</b> |

RTSB trainers and TRC consultants will train the initial class of camp supervisors over a 2 to 3-month period beginning this summer.

Finally, TRC consultants are preparing an 8-hour training course on EBP Principles and Core Correctional Practices for training anyone that comes in contact with camp minors other than camp DPOs, SDPOs, and Mental Health small group facilitators to complete. This would include night staff, kitchen and laundry workers, maintenance staff, LACOE teachers, and CBO volunteers working in camp.

- ***As part of the FY 2006-07 budget process, the Department received Board approval for 30 additional positions to provide training and is working towards filling the positions.***

The Department has filled 7 positions and has posted 8 vacancies, which the Staff Training Office expects to fill by June 30, 2007.



#### **IV. STATUS OF PRIOR QUARTER GOALS**

In the prior quarterly report, the following eight goals were identified for completion during this Fourth Quarter. A brief description of their status is provided.

**1. *Completing development/approval of the EBP Comprehensive Action Plan. (Completed)***

The Resources Company has developed an overall EBP Comprehensive Action Plan that is now being partially implemented through EBP training and initial fidelity assessments at the Phase 1 camps (6 Challenger camps and Scott/Scudder camps). This initial roll-out will be completed in June 2007. Implementation will continue through the remaining 14 months of the TRC contract and beyond.

This EPB Comprehensive Action Plan actually consists of six action plans and addresses 64 (67%) of the 95 audit recommendations to be implemented by the Department.

**2. *Offering to provide training to Superior Court judges, criminal justice system officials, and other external stakeholders of the Department in EBP principles, what works and what doesn't work. (Ongoing)***

The Resources Company has trained all Juvenile Court delinquency judges and commissioners on EBP principles and their implications for (a) the Juvenile Court and (b) Camp Redesign. The Department will offer such EBP training for Superior Court judges later this calendar year.

**3. *Refining Camp Redesign and the Camp Community Transition Program (CCTP) strategies, interventions and services in accordance with EBP principles. (Ongoing)***

RTSB management and staff have completed action planning for Phase 1 implementation of Camp Redesign, which involves:

- Establishing a new Camp Assessment Unit to be located at the Barry J. Nidorf Juvenile Hall, where staff will (a) complete as-needed LARRC assessments, (b) provide trailer assessments to further diagnose mental health and educational needs and responsivity factors, as appropriate, and (c) act as a "gatekeeper" to ensure that only appropriate juveniles are sent to camp.
- Establishing an EBP program specifically designed for girls ages 13 to 18 at Camp Joseph Scott and Camp Kenyon Scudder (reopened on January 21 after a 10-month renovation).

- Implementing a \$1.5 million Mentally Ill Offender Crime Reduction (MIOCR) grant at Camp Glenn Rockey, which will be a third camp location to provide mental health supportive services and administration of psychotropic medication to juveniles.
- Reprogramming the Challenger Memorial Youth Center camps to (a) separate juveniles by risk levels and (b) provide various types of EBP interventions to address criminogenic needs and responsivity factors.

The Department submitted its Second Camp Redesign Quarterly Report to your Board on March 23, 2007.

**4. *Implementing adult probationer assessment tool and case plan in the Harbor field office. (Ongoing)***

The Department has decided not to utilize the Level of Service Inventory – Revised: Screening Version (LSI-R:SV) adult screening tool. Instead, the Department, with technical assistance from TRC consultants, is validating and norming its existing adult screening tool to be used in all 19 adult probation offices.

Once validation of the adult screening tool is completed, the Department will conduct a 60 to 90-day pilot project to implement the Level of Service/Case Management Inventory (LS/CMI) adult risk/needs assessment instrument and automated case plan in the Long Beach office beginning in June 2007.

This adult screening tool is necessary to avoid the additional workload that would result from applying the adult risk/needs assessment instrument to all adults, including the low-risk adults that do not need such an assessment if they are going to be placed on banked caseloads.

**5. *Implementing the Saba Learning Management System within the Department's new Training & Learning Development Services Division. (Ongoing)***

The Department began its implementation of the Saba LMS by participating in DHR's January 16 kick-off meeting of Phase II departments. The Department expects to complete initial implementation around the beginning of FY 2007-08.

**6. *Developing an executive-level Performance Measurement and Reporting System for tracking and reporting client outcomes and performance indicators. (Ongoing)***



The Department is working with the Chief Information Officer (CIO) to utilize the County-licensed Cognos software to develop a dashboard reporting system comparable to the one recently piloted by the Department of Children & Family Services (DCFS). The Department is currently working with the Internal Services Department (ISD) to develop a pilot version of a dashboard reporting system by June 1<sup>st</sup>. The system will subsequently be expanded to support *Performance Counts!* and EBP implementation as the Department anticipates bringing its new Probation Case Management System (PCMS) on-line by mid-September 2007.

**7. *Providing an update on the outcome from the November 9, 2006 Community Corrections Collaboration Conference. (Ongoing)***

There were 323 people that participated in the conference and represented 12 County departments including the Probation Department, 5 other State and local agencies, and 52 community-based organizations (CBOs). During the third quarter, the Probation Department significantly increased its collaboration with key partners serving children and families in Los Angeles County:

- ***Department of Mental Health (DMH)*** – Probation is working very closely with DMH in Camp Redesign, including all four elements of Phase 1 implementation described on pages 7-8.
- ***Department of Children & Family Services (DCFS)*** – Probation is continuing to work very closely with the Juvenile Court and DCFS on (a) the AB 129 process to better serve dual supervision youth, and (b) the Title IV-E Waiver in order to increase the resources available for community placements as alternatives to detention in juvenile halls and camps, and to increase EBP interventions/services in the community.
- ***Los Angeles County Office of Education (LACOE)*** – The Probation Department is proactively working to have LACOE become a more active partner in its Camp Redesign through the following efforts:
  - a. ***5<sup>th</sup> Hour of the School Day*** – The Los Angeles County Code currently mandates 300 minutes of LACOE education per weekday, while State law only requires 240 minutes per day. As the Probation Department shifts from a detention approach to a treatment approach to serving juveniles in camp, the Department needs to find creative ways to utilize the 300 minutes to accomplish both educational and treatment objectives for each juvenile in camp. Probation wants camp minors to receive up to 2 hours per day of EBP interventions designed to address their criminogenic needs. Accordingly, Probation wants to utilize the fifth period of the day for multiple purposes, including (a) implementing 38 modules of LEAPS curriculum that LACOE initiated, (b) conducting “large muscle” activity for all camp minors under the joint supervision of LACOE and Probation staff,



and (c) conducting small group cognitive restructuring and cognitive-behavioral skills training sessions facilitated by Probation and Mental Health staff. To accomplish such programming dosages within reasonable periods of time, RTSB needs to be able to utilize that fifth period for any or all of the above purposes.

- b. **Mandatory EBP Training** – The Probation Department wants all LACOE teachers, assistant principals and principals to attend the 24-hour training on EBP Principles and Core Correctional Practices (page 5) or, at least, the 8-hour version (page 6).
- c. **Camp Assessment Unit (CAU)** – The Probation Department opened its Camp Assessment Unit at the Barry J. Nidorf Juvenile Hall in mid-April 2007. The CAU is comprised of six Probation staff and two DMH staff. The Probation Department needs to have LACOE assign up to two full-time equivalents (FTE) staff person to the CAU to conduct psychoeducational assessments of juveniles that may have learning disabilities and/or special education needs. Probation also needs a LACOE commitment to provide additional staff resources for timely development of individual learning plans (ILPs) or individual educational plans (IEPs) for juveniles determined to have learning disabilities or special education needs.
- d. **LEAPS Curriculum** – A year ago, LACOE initiated the acquisition of the LEAPS curriculum to be taught in camps. Probation consultants reviewed the LEAPS curriculum (109 modules) and recommended focusing on 38 modules that most closely relate to criminogenic needs. In March 2007, RTSB staff began teaching LEAPS modules after school, while LACOE teachers have not yet begun teaching any of the LEAPS curriculums during the 5-hour school day. LACOE needs to agree to (a) focus on the 38 LEAPS modules recommended by Probation consultants, (b) utilize the fifth hour of the school day to teach LEAPS modules, and (c) have LACOE teachers trained in small group facilitation techniques if needed to deliver the LEAPS curriculum.
- e. **Multidisciplinary Teams (MDTs) in Camps** – The Probation Department is establishing the use of multidisciplinary teams to improve the professional delivery of cognitive-behavioral, behavioral, and other EBP interventions to be provided in camps. Probation wants to extend the MDT concept to the delivery of educational services in camps; these include:
  - Classroom instruction (e.g., LEAPS 38 modules)
  - Assisting youth with homework during and after class
  - Tutoring and mentoring camp youth after class.



The California Department of Education provides after school funding for the 7<sup>th</sup> and 8<sup>th</sup> hour for tutoring, sports, and other activities.

- a. **AB 825 Camp to Community Transition** – In 2005, the California Legislature passed AB 825, a bill that provides funding to support a camp-to-community transition of educational services. Probation needs LACOE to implement AB 825 in concert with Probation's Camp to Community Transition Program (CCTP) as it is being refined as part of the Department's implementation of evidence-based practices.
- **Community-based organizations.** The Department is currently working on development of strategies to train CBOs in EBP to increase their capacities to provide EBP interventions/ services in the community, and to establish performance-based contracting for such EBP interventions/services.
8. ***Continuing to implement as many audit recommendations as fiscally and operationally feasible. (Ongoing)***

The Department implemented 9 additional audit recommendations in the fourth quarter.

#### **V. FIFTH QUARTER GOALS**

Over the next quarter, May through July 2007, the Department anticipates:

- Completing the initial EBP training of staff in the Camp Redesign Phase 1 camps and beginning such training of the Phase 2 camp staff.
- Completing the initial training of 32 Probation and Mental Health camp staff as small group facilitators for two EBP interventions: (a) Thinking for a Change for Challenger camps or (b) Moving On for Girls for Scott/Scudder camps.
- Refining the continuum of EBP interventions/services that begin in camp and that need to continue in the community after juveniles are released from camp.
- Beginning fidelity assessments in the eight Camp Redesign Phase 1 camps on (a) application of the EBP / CCP / MI training, (b) small group facilitation of Thinking for a Change and Moving On for Girls interventions, and (c) implementation of the new RTSB behavior management system to be used in all 18 camps.
- Validating the Department adult screening tool and piloting implementation of the LS/CMI adult risk/needs assessment instrument and automated case plan.
- Working with the Antelope Valley Parole Task Force to develop strategies and resources for providing EBP programs and services to juvenile and adult probationers in and around the cities of Lancaster and Palmdale.

- Beginning a strategic planning process to develop strategies and action plans to continue and sustain implementation of evidence-base practices after The Resources Company has completed its consulting contract in June 2008. The planning process is expected to address strategic issues, such as:
  - Improving educational services to youth in juvenile halls and camps
  - Reconfiguring juvenile camps to provide dormitory, classroom, intervention and other space that is consistent with evidence-based practices
  - Accepting Division of Juvenile Justice (DJJ) level 4-7 juveniles ordered to the Department's juvenile camps instead of State facilities
  - Expanding the resources for, and availability of, community-based EBP services to both juvenile and adult probationers
  - Defining, enhancing and communicating Probation's role in reforming the juvenile justice system in Los Angeles County.

The Probation Department and TRC believe that significant progress was made over the first four quarters, and that substantial progress can be further achieved with additional resources allocated to this endeavor. Both the Auditor-Controller's Office and the Chief Administrative Office have reviewed and concur with this report.

Please contact us if you have any questions or if additional information is necessary or your staff may contact David M. Davies, Chief Deputy, Probation at (562) 940-2511, or Don Chadwick, Chief, Countywide Contract Monitoring Division at (626) 293-1102.

RBT/JTM:dn

Attachments (2)

c: David E. Janssen, Chief Administrative Officer  
Sachi A. Hamai, Executive Officer, Board of Supervisors  
Michael J. Henry, Director of Personnel  
Public Information Office  
Audit Committee  
Justice Deputies



**LOS ANGELES COUNTY PROBATION DEPARTMENT  
MANAGEMENT & PROGRAM AUDIT RECOMMENDATIONS  
SUMMARY IMPLEMENTATION STATUS  
(BY AGENCY, BY AUDIT CATEGORY)  
AS OF APRIL 30, 2007**

| <b>Audit Category</b>                          | <b>Implemented</b> | <b>Partially Implemented</b> | <b>Not Implemented</b> | <b>Funding Requested</b> | <b>Total *</b> |
|--|--------------------|------------------------------|------------------------|--------------------------|----------------|
| <b>TCBA Management Audit</b>                   |                    |                              |                        |                          |                |
| <i>Strategic planning</i>                      | 2                  | 1                            | 3                      |                          | 6              |
| <i>Linking strategy to operations</i>          | 3                  | 4                            | 1                      |                          | 8              |
| <i>Organizational structure and leadership</i> | 6                  | 1                            |                        |                          | 7              |
| <i>Automated systems and technology</i>        | 3                  | 2                            | 3                      |                          | 8              |
| <i>Personnel management</i>                    | 12                 |                              | 1                      | 1                        | 14             |
| <i>Other audit areas</i>                       | 3                  |                              |                        |                          | 3              |
| <b>Subtotal – TCBA Management Audit</b>        | <b>29</b>          | <b>8</b>                     | <b>8</b>               | <b>1</b>                 | <b>46</b>      |
| <b>CWLA Program Audit</b>                      |                    |                              |                        |                          |                |
| <i>Program planning and implementation</i>     | 2                  | 8                            | 4                      |                          | 14             |
| <i>Best practices and benchmarking</i>         | 6                  | 5                            |                        |                          | 11             |
| <i>Performance measurement</i>                 | 1                  | 4                            |                        |                          | 5              |
| <i>Work processes</i>                          | 7                  | 10                           | 2                      |                          | 19             |
| <b>Subtotal – CWLA Program Audit</b>           | <b>16</b>          | <b>27</b>                    | <b>6</b>               | <b>0</b>                 | <b>49</b>      |
| <b>Total</b>                                   | <b>45</b>          | <b>35</b>                    | <b>14</b>              | <b>1</b>                 | <b>95</b>      |
| <b>Percentage</b>                              | <b>47%</b>         | <b>37%</b>                   | <b>15%</b>             | <b>1%</b>                | <b>100%</b>    |

Source: The Resources Company (Auditor-Controller Work Order No. 7-38).

\* Excludes five recommendations (TCBA 19, 23, 26, 38 and CWLA 47) that are not applicable, as determined by Probation with TRC's concurrence, and as referenced in the First Quarter Status Report dated August 17, 2006.



**LOS ANGELES COUNTY PROBATION DEPARTMENT  
MANAGEMENT & PROGRAM AUDIT RECOMMENDATIONS IMPLEMENTATION STATUS  
AS OF APRIL 30, 2007**

| No.     | Audit Category / Recommendation  | Implemented | Partially Implemented | Not Implemented | Funding Requested | Estimated Completion |
|---------|--|-------------|-----------------------|-----------------|-------------------|----------------------|
|         | <b>Strategic Planning</b>  |             |                       |                 |                   |                      |
| TCBA 1  | Strategic goal development   | ✓           |                       |                 |                   |                      |
| TCBA 2  | Annual strategic map goals   |             |                       | ✓               |                   | Dec. 2007            |
| TCBA 3  | Issue-focused working groups   | ✓           |                       |                 |                   |                      |
| TCBA 4  | Comprehensive strategic planning approach  |             |                       | ✓               |                   | Sep. 2007            |
| TCBA 5  | New strategic initiatives  |             |                       | ✓               |                   | Sep. 2007            |
| TCBA 6  | Strategic management / QA function   |             | ✓                     |                 |                   | Dec. 2007            |
|         | <b>Linking Strategy to Operations</b>  |             |                       |                 |                   |                      |
| TCBA 7  | Linkage of strategic initiatives to operations                                   |             | ✓                     |                 |                   | Dec. 2007            |
| TCBA 8  | Strategic initiatives tracking system  | ✓           |                       |                 |                   |                      |
| TCBA 9  | Cross-bureau planning and coordination   | ✓           |                       |                 |                   |                      |
| TCBA 10 | Staff training in strategic plan./perf. measure.                                 |             | ✓                     |                 |                   | Sep. 2007            |
| TCBA 11 | Hierarchy of performance indicators  |             | ✓                     |                 |                   | Jun. 2007            |
| TCBA 12 | Clear/concise performance reports  |             |                       | ✓               |                   | Dec. 2007            |
| TCBA 13 | Development of performance indicators  |             | ✓                     |                 |                   | Jun., 2007           |
| TCBA 14 | Customer satisfaction evaluation/strategies                                      | ✓           |                       |                 |                   |                      |
|         | <b>Organizational Structure &amp; Leadership</b>                                 |             |                       |                 |                   |                      |
| TCBA 15 | Training in strategic planning, performance measurement, and outcome measurement |             | ✓                     |                 |                   | Sep. 2007            |
| TCBA 16 | Diversification of management team   | ✓           |                       |                 |                   |                      |
| TCBA 17 | Reorganize Probation Department  | ✓           |                       |                 |                   |                      |
| TCBA 18 | Combining of internal investigative functions                                    | ✓           |                       |                 |                   |                      |
| TCBA 20 | Open organization culture  | ✓           |                       |                 |                   |                      |
| TCBA 21 | HQ manager involvement in service delivery                                       | ✓           |                       |                 |                   |                      |
| TCBA 22 | Linkages to stakeholder organization   | ✓           |                       |                 |                   |                      |

Source: The Resources Company (Auditor-Controller Work Order No. 7-38).



**LOS ANGELES COUNTY PROBATION DEPARTMENT  
MANAGEMENT & PROGRAM AUDIT RECOMMENDATIONS IMPLEMENTATION STATUS  
AS OF APRIL 30, 2007**

| No.       | Audit Category / Recommendation  | Implemented | Partially Implemented | Not Implemented | Funding Requested | Estimated Completion |
|-----------|--|-------------|-----------------------|-----------------|-------------------|----------------------|
|           | <b>Automated Systems &amp; Technology</b>  |             |                       |                 |                   |                      |
| TCBA 24   | Use of data warehousing and geographic information systems   |             | ✓                     |                 |                   | Jun. 2008            |
| TCBA 24a  | Funding of E-Learning program  |             |                       | ✓               |                   | Jun. 2008            |
| TCBA 25   | IT equipment replacement schedule  | ✓           |                       |                 |                   |                      |
| TCBA 25a  | Overall assessment of Info. Systems Office; IT Infrastructure Library adoption   | ✓           | ✓                     |                 |                   | Jun. 2007            |
| TCBA 27-1 | Hiring of Information Security Officer   | ✓           |                       |                 |                   |                      |
| TCBA 27-2 | Development of data security plans   | ✓           |                       |                 |                   |                      |
| TCBA 28-1 | Interactive voice response – ISO help desk   |             |                       | ✓               |                   | Jun. 2008            |
| TCBA 28-2 | Interactive voice response – field offices   |             |                       | ✓               |                   | Jun. 2008            |
| TCBA 29   | Use of PEDMS imaging software  |             |                       | ✓               |                   | Jun. 2008            |
| TCBA 30   | Formulation of IT communications plan  | ✓           |                       |                 |                   |                      |
|           | <b>Personnel Management</b>  |             |                       |                 |                   |                      |
| TCBA 32   | Consolidated recruitment & hiring; targeted regional recruitment; recruitment budget unit                                  |             |                       |                 | ✓                 | Dec. 2007            |
| TCBA 33   | Open competitive recruitment   | ✓           |                       |                 |                   |                      |
| TCBA 35   | Expanded criminal history checks, credit history checks, drug testing, and polygraph examinations of employment candidates | ✓           |                       |                 |                   |                      |
| TCBA 36   | Field investigation and information verification of employee backgrounds   | ✓           |                       |                 |                   |                      |
| TCBA 37   | Professional Standards Unit consolidation and reporting directly to CPO  | ✓           |                       |                 |                   |                      |
| TCBA 39   | Compliance with core training requirements   | ✓           |                       |                 |                   |                      |
| TCBA 40   | Agency-wide training system  | ✓           |                       |                 |                   |                      |

Source: The Resources Company (Auditor-Controller Work Order No. 7-38).

**LOS ANGELES COUNTY PROBATION DEPARTMENT  
MANAGEMENT & PROGRAM AUDIT RECOMMENDATIONS IMPLEMENTATION STATUS  
AS OF APRIL 30, 2007**

| No.       | Audit Category / Recommendation   | Implemented | Partially Implemented | Not Implemented | Funding Requested | Estimated Completion |
|-----------|---|-------------|-----------------------|-----------------|-------------------|----------------------|
|           | <b>Personnel Management</b>   |             |                       |                 |                   |                      |
| TCBA 41   | Employee morale improvement   | ✓           |                       |                 |                   |                      |
| TCBA 42   | Management-staff communication tools  | ✓           |                       |                 |                   |                      |
| TCBA 43   | Completion of employee evaluations  | ✓           |                       |                 |                   |                      |
| TCBA 44   | Personnel management systems review;<br>personnel evaluation process recommendations to Executive Leadership Team | ✓           |                       |                 |                   |                      |
| TCBA 45   | Appraisals of promotability process   | ✓           |                       |                 |                   |                      |
| TCBA 46   | Employee turnover analysis  | ✓           |                       |                 |                   |                      |
| TCBA 47   | Department succession plan; administrative intern program   |             |                       | ✓               |                   | To Be Determined     |
|           | <b>Other Audit Areas</b>  |             |                       |                 |                   |                      |
| TCBA 59   | Injury and illness prevention program   | ✓           |                       |                 |                   |                      |
| TCBA 60   | Grants administration policies/procedures   | ✓           |                       |                 |                   |                      |
| TCBA 61-1 | Public Information function to CPO office   | ✓           |                       |                 |                   |                      |
| TCBA 61-2 | Resources for PIO function  | ✓           |                       |                 |                   |                      |
|           | <b>Program Planning/Implementation</b>  |             |                       |                 |                   |                      |
| CWLA 1    | Comprehensive action plan for EBP   | ✓           |                       |                 |                   |                      |
| CWLA 2    | Regular stakeholder feedback  | ✓           |                       |                 |                   |                      |
| CWLA 3    | Evaluation of existing program and new initiatives  |             | ✓                     |                 |                   | Jun. 2008            |
| CWLA 4-1  | Update of the Juvenile Manual   | ✓           |                       |                 |                   |                      |
| CWLA 4-2  | Publishing of Juvenile Manual on-line   |             | ✓                     |                 |                   | Jun. 2007            |
| CWLA 5    | Standard risk/needs assessment tool and responsivity tools  |             | ✓                     |                 |                   | Jun. 2007            |

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|------------------|--|-------------|-----------------------|-----------------|-------------------|----------------------|
|                  | <b>Program Planning/Implementation</b>   |             |                       |                 |                   |                      |
| <b>CWLA 6</b>    | <i>Referral of clients for services policy; criminogenic needs assessment tool</i>                 |             | ✓                     |                 |                   | Jun. 2007            |
| <b>CWLA 7</b>    | <i>Risk reduction case management strategies</i>   |             | ✓                     |                 |                   | Jun. 2007            |
| <b>CWLA 8</b>    | <i>Court reports training / quality assurance</i>  |             | ✓                     |                 |                   | Jun. 2007            |
| <b>CWLA 9</b>    | <i>Workload measures for caseload evaluation</i>   |             |                       | ✓               |                   | Jun. 2007            |
| <b>CWLA 10</b>   | <i>Analysis of caseload sizes; publication of caseload requirements and measures of compliance</i> |             |                       | ✓               |                   | Jun. 2007            |
| <b>CWLA 11</b>   | <i>Set up case management database</i>   |             | ✓                     |                 |                   | Jun. 2007            |
| <b>CWLA 12-1</b> | <i>Electronic database of CBO resources</i>  |             | ✓                     |                 |                   | Jun. 2007            |
| <b>CWLA 12-2</b> | <i>Track utilization of CBOs</i>   |             |                       | ✓               |                   | Jun. 2007            |
| <b>CWLA 12-3</b> | <i>Identify gaps in services/resources</i>   |             |                       | ✓               |                   | Jun. 2007            |
| <b>CWLA 13</b>   | <i>Criteria for utilization of CBOs</i>  |             |                       | ✓               |                   | Jun. 2007            |
| <b>CWLA 14</b>   | <i>Collaboration with CBOs in geographic areas</i>   |             | ✓                     |                 |                   | June 2008            |
|                  | <b>Best Practices and Benchmarking</b>   |             |                       |                 |                   |                      |
| <b>CWLA 15</b>   | <i>Delinquency prevention / intervention</i>   | ✓           |                       |                 |                   |                      |
| <b>CWLA 16</b>   | <i>Systematic program evaluation</i>   |             | ✓                     |                 |                   | Jun. 2008            |
| <b>CWLA 17</b>   | <i>Staff development regarding EBP planning and contracting</i>                                    |             | ✓                     |                 |                   | Jun. 2007            |
| <b>CWLA 18</b>   | <i>Action plan for EBP</i>   | ✓           |                       |                 |                   |                      |
| <b>CWLA 19</b>   | <i>Coordination with CBOs in geographic areas</i>  |             | ✓                     |                 |                   | Jun. 2007            |
| <b>CWLA 20</b>   | <i>Additional program slots – FFT, MST and MTFC interventions</i>                                  |             | ✓                     |                 |                   | Jun. 2008            |

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MANAGEMENT & PROGRAM AUDIT RECOMMENDATIONS IMPLEMENTATION STATUS  
AS OF APRIL 30, 2007**

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|---------|---|-------------|-----------------------|-----------------|-------------------|----------------------|
|         | <b>Best Practices and Benchmarking</b>  |             |                       |                 |                   |                      |
| CWLA 21 | <i>Evaluation of departmental programs</i>  | ✓           |                       |                 |                   |                      |
| CWLA 22 | <i>Staff training on EBPs</i>   | ✓           |                       |                 |                   |                      |
| CWLA 23 | <i>Comprehensive examination of the camps programs</i>                                    | ✓           |                       |                 |                   |                      |
| CWLA 24 | <i>Comprehensive examination of camps outcomes; database of new screening information</i> | ✓           |                       |                 |                   |                      |
| CWLA 25 | <i>Non-residential, community-based services</i>  |             | ✓                     |                 |                   | Jun. 2007            |
|         | <b>Performance Measurement</b>  |             |                       |                 |                   |                      |
| CWLA 26 | <i>Consensus on client outcomes</i>   |             | ✓                     |                 |                   | Jun. 2007            |
| CWLA 27 | <i>Categories of client outcomes</i>  |             | ✓                     |                 |                   | Jun. 2007            |
| CWLA 28 | <i>Outcome measurement/reporting system</i>   |             | ✓                     |                 |                   | Jun. 2007            |
| CWLA 29 | <i>Collaboration with group home providers/CBOs</i>                                       | ✓           |                       |                 |                   |                      |
| CWLA 30 | <i>Contracting for client outcomes</i>  |             | ✓                     |                 |                   | Jun. 2008            |
|         | <b>Intra-/Inter-Agency Work Processes</b>   |             |                       |                 |                   |                      |
| CWLA 31 | <i>Adoption of APPFS performance standards</i>  | ✓           |                       |                 |                   |                      |
| CWLA 32 | <i>EBP measurement/reporting systems</i>  |             | ✓                     |                 |                   | Jun. 2007            |
| CWLA 33 | <i>Mgmt. report sharing with other departments</i>  |             |                       | ✓               |                   | Jun. 2007            |
| CWLA 34 | <i>Action plan to implement EBPs</i>  | ✓           |                       |                 |                   |                      |
| CWLA 35 | <i>Use of LAARC to assess risk/needs; support/services for desired outcomes</i>           |             | ✓                     |                 |                   | Jun. 2007            |
| CWLA 36 | <i>LAARC as an assessment tool</i>  |             | ✓                     |                 |                   | Jun. 2007            |
| CWLA 37 | <i>PO assignment to geographic areas; coordination with CBOs</i>                          |             |                       | ✓               |                   | Jun. 2008            |

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|----------------|---|-------------|-----------------------|-----------------|-------------------|----------------------|
|                | <b>Intra-/Inter-Agency Work Processes</b>                                     |             |                       |                 |                   |                      |
| <b>CWLA 38</b> | <i>Examination of case transition/transfer points</i>                         | ✓           |                       |                 |                   |                      |
| <b>CWLA 39</b> | <i>Timely orientation of minors</i>   | ✓           |                       |                 |                   |                      |
| <b>CWLA 40</b> | <i>Review assessment/placement process</i>                                    |             | ✓                     |                 |                   | Jun. 2007            |
| <b>CWLA 41</b> | <i>Forums with community-based organizations</i>                              | ✓           |                       |                 |                   |                      |
| <b>CWLA 42</b> | <i>Evaluation of DCFS GH contracts</i>  | ✓           |                       |                 |                   |                      |
| <b>CWLA 43</b> | <i>Evaluation design and data collection system</i>                           |             | ✓                     |                 |                   | Jun.. 2007           |
| <b>CWLA 44</b> | <i>DCFS improvements to 241.1 process</i>                                     |             | ✓                     |                 |                   | Jun. 2007            |
| <b>CWLA 45</b> | <i>Participation in Wraparound services</i>                                   |             | ✓                     |                 |                   | Jun. 2007            |
| <b>CWLA 46</b> | <i>Protocol for dual status designation</i>                                   |             | ✓                     |                 |                   | Jun. 2007            |
| <b>CWLA 48</b> | <i>Continuity of treatment services with methods to address interruptions</i> |             | ✓                     |                 |                   | Jun. 2007            |
| <b>CWLA 49</b> | <i>Juvenile manipulation of medications; implications for camp services</i>   | ✓           |                       |                 |                   |                      |
| <b>CWLA 50</b> | <i>Identification of gaps in MH services</i>                                  |             | ✓                     |                 |                   | Jun. 2007            |

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